

# **VOLUNTARY SEPARATION INCENTIVE PAYMENTS**

**Buyouts Under  
the Federal Workforce  
Restructuring Act of 1994**

**Fiscal Year 1997 Report to Congress**

**December 1997**



**United States Employment  
Office of Service  
Personnel  
Management**

WRO 97-103  
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# **Separation Incentives**

**THE FEDERAL WORKFORCE  
RESTRUCTURING ACT  
OF 1994  
PUBLIC LAW 103-226  
U.S. OFFICE OF PERSONNEL MANAGEMENT  
FINAL REPORT TO CONGRESS**

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This is the Office of Personnel Management's (OPM) fourth and final required fiscal year report to Congress on the use of voluntary separation incentive payments (buyouts) under the Federal Workforce Restructuring Act of 1994, Public Law 103-226. The Federal Workforce Restructuring Act represented the first widescale use of buyouts in non-Defense agencies to reduce the size of the workforce.

Under the Act, agencies could offer voluntary separation incentive payments of up to \$25,000 to employees between March 30, 1994, and March 31, 1995, to reduce the size of the workforce while minimizing or avoiding more costly and disruptive reductions in force. In certain cases, if the head of the agency determined that an employee's services were required to ensure continued performance of the agency's mission, the agency head could delay an employee's separation with a buyout until as late as March 31, 1997. In all cases, separations for a buyout under this law occurred by March 31, 1997.

This report focuses on the use of buyouts under Public Law 103-226 in fiscal year 1997. All buyouts in fiscal year 1997 were approved prior to April 1, 1995, with the separation delayed by the agency. OPM will issue a comprehensive report on the use of buyouts under all other authorities in 1998.

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## HIGHLIGHTS OF BUYOUT ACTIVITY UNDER THE FEDERAL WORKFORCE RESTRUCTURING ACT OF 1994

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Between March 30, 1994, and March 31, 1997, non-Defense agencies paid **39,900** buyouts under the Federal Workforce Restructuring Act of 1994.

Buyouts were given to **20,069** optional retirements, **15,055** voluntary early retirements, **3,381** resignations, and **1,395**<sup>1</sup> others.

### In FY 1997:

- Non-Defense Executive branch agencies paid **4,040** buyouts to **1,790** employees who retired, **1,811** employees who retired under voluntary early retirement authority, **247** paid to employees who resigned and **192** others (in which the type of separation could not be identified).
- **46.5%** of the employees receiving buyouts were eligible for regular optional retirement, **47.1%** retired early, and **6.4%** resigned.
- The average age of regular optional retirees separating with a buyout was **59.8** years. Those retiring early with a buyout averaged **52.3** years, and those who resigned and took a buyout averaged **44.0** years of age.
- The average grade of regular optional retirees separating with a buyout was **GS-11.9**. Those retiring early with a buyout averaged **GS-11.9**, and those who resigned and took a buyout averaged **GS-9.5**.
- The average amount of incentive payments was **\$24,648** for regular optional retirements, **\$24,891** for early retirements, and **\$17,000** for resignations.

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<sup>1</sup> "Other" represent buyouts in the Central Personnel Data File (CPDF) in which the specific nature of their separation could not be determined. Includes 29 VA buyouts paid in FY 1994 which are not correctly coded in CPDF.

## **BACKGROUND AND DEVELOPMENT OF THE FEDERAL BUYOUT PROGRAM**

The Federal Government has traditionally dealt with workforce reductions by voluntary attrition and reduced hiring. Voluntary early retirement has been an effective tool to deal with more significant cuts in workload and funding. However, sometimes voluntary means can fail to get the job done. In these cases, Federal agencies must involuntarily separate employees under reduction in force, or "RIF," procedures. RIFs are costly, disruptive, damaging to morale and productivity, and harmful to diversity of the workforce. For these reasons, agencies generally avoid using RIFs.

To provide agencies a less costly and disruptive tool for downsizing and restructuring, in October 1993, the Administration proposed legislation to provide buyout authority to non-Defense agencies. The ensuing legislative process further shaped the bill to not only allow for the use of buyouts, but to incorporate safeguards which ensured that:

- 1) buyouts made real and permanent reductions in the size of the Federal Government;
- 2) employees who took buyouts could not return to work in the Government; and
- 3) the buyout program not only saved taxpayer dollars, but paid for itself without any additional appropriation of funds.

The resulting legislation approved by Congress is Public Law 103-226, the Federal Workforce Restructuring Act of 1994. On March 30, 1994, the President signed the Workforce Restructuring Act, authorizing agencies to make available up to \$25,000 to non-Defense federal employees who volunteered to retire, resign, or take voluntary early retirement during periods of major downsizing.

Between March 30, 1994, the date of enactment of the Federal Workforce Restructuring Act of 1994, and March 31, 1997, the date by which all separations concluded, **39,900** non-Defense employees took buyouts, cutting excess layers of management and bringing overall Federal employment levels to a 30-year low. At the end of fiscal year 1997, full-time equivalent (FTE) levels in the Executive branch had been reduced to 1,873,300, some 90,000 FTEs lower than the statutory targeted FTE ceiling (1,963,300) for this fiscal year.

## **OTHER BUYOUT PROGRAMS**

Because of the success and effectiveness of separation incentive programs, other agencies and departments have received buyout authority to assist with major restructuring in the Federal workforce. The Department of Defense will continue to offer buyouts through FY 2001 under Public Law 102-484. The Department of Agriculture and the National Aeronautics and Space Administration have both received specific authority from Congress to offer incentives to employees through fiscal year 2000. Additionally, between October 1, 1996, and December 30, 1997, targeted buyout authority was available for non-Defense agencies under Public Law 104-208. OPM will be preparing a comprehensive report on the use of that authority and other aspects of downsizing early in 1998.

## **BUYOUTS VERSUS RIF -- COSTS AND SAVINGS**

One of the key factors behind Congressional approval and agency use of buyouts is that they are a less expensive and disruptive restructuring tool than reductions in force (RIFs). While it is difficult to compare RIF and buyout costs (because the two actions are quite dissimilar), in the past, OPM has relied on a 1985 General Accounting Office study to estimate the cost of a typical RIF separation.<sup>2</sup> Based on GAO's report, these are the costs (in 1996 dollars) that could be expected with a typical reduction in force action. In this sample, a GS-9 employee is separated and two other employees downgraded.

Personnel Processing	\$4,350
Annual Leave	\$4,244
Appeals	\$2,546
Unemployment	\$1,803
Pay/Grade Retention (for other affected)	\$17,823
Severance Pay	\$7,745
<b><u>TOTAL</u></b>	<b><u>\$38,511</u></b>

GAO recently reviewed the cost of buyouts versus reductions in force and GAO's findings agree with OPM's position: buyouts are generally cheaper than RIFs and save more money over a 5-year period. GAO concluded that **buyouts could generate over \$60,000 more in net savings than RIFs** (involving bumping and retreating) for each position vacated over a 5-year period.<sup>3</sup> When no bumping or retreating takes place, RIFs could generate up to \$22,000 more in net savings over buyouts over a 5-year period. However, GAO also notes that each RIF typically creates AT LEAST one bump or retreat action.

GAO surveyed 34 agencies in May 1995, and found that 9 of those agencies were able to avoid reductions in force through the use of buyouts.<sup>4</sup> Among those 9 agencies, 8 reported that in FY 1994, they were able to avoid the involuntary separations of as many as 2,800 employees. Among the agencies surveyed, 12 would probably have needed to RIF over 8,000 workers in FY 1995 without buyouts to help them make cuts.

Moreover, in June 1995, the Congressional Budget Office said that, with buyouts, "the Government saves 2 to 5 times the near-term costs by the fifth year and 12 to 33 times by the 30th year."<sup>5</sup>

☛ Additional related costs can take the price tag on a RIF even higher. Relocation and outplacement cost can run roughly \$30,000 and \$5,000 per employee, respectively. For these reasons, agencies must attempt to avoid the use of RIF. Buyouts have proven to be extremely successful at making cuts, saving the taxpayer money, and reducing the size of Government humanely.

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<sup>2</sup> The reduction in force cost estimate (\$38,511) does not represent an "OPM estimate of the average RIF cost." The costs are based on a 1985 General Accounting Office study entitled "Reduction in Force Can Sometimes be More Costly to Agencies Than Attrition and Furlough" (GAO/PEMD-85-6, July 24, 1985). The \$38,511 cost is simply the GAO figures updated to reflect 1996 dollars.

<sup>3</sup>Based on General Accounting Office report: FEDERAL DOWNSIZING: The Costs and Savings of Buyouts Versus Reductions-In-Force. GAO/GGD-96-63 May 1996

<sup>4</sup>From the May 17, 1995, GAO report entitled FEDERAL DOWNSIZING: Observations on Agencies' Implementation of the Buyout Authority. GAO/T-GGD-95-164

<sup>5</sup> Budgetary Program Newsletter, June 2, 1995.

## STATISTICAL HIGHLIGHTS & OVERVIEW

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### **NON-DEFENSE BUYOUTS PAID:<sup>6</sup>**

FY 94	14,469
FY 95	18,203
FY 96	3,188
FY 97	4,040
TOTAL:	39,900

### **TYPE OF SEPARATION:**

Optional Retirement:	20,069
Voluntary Early Retirement:	15,055
Resignation:	3,381
Other:	1,395
TOTAL:	39,900

### **BUYOUT AVERAGES:**

<u>FISCAL YEAR</u>	<u>AGE</u>	<u>GRADE</u>	<u>AMOUNT</u>
1994	56.8	11.0	\$23,880
1995	57.0	10.6	\$23,569
1996	56.6	11.6	\$23,858
1997	52.3	11.7	\$24,981

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<sup>6</sup>Except as noted, buyout totals and numbers represent Executive branch, non-Defense, non-Postal buyouts paid under Public Law 103-226, The Federal Workforce Restructuring Act of 1994. This report does not attempt to capture or report on buyouts paid under other buyout laws.

## SCOPE AND METHODOLOGY OF THIS REPORT

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Section 6 of the buyout law requires OPM to make annual fiscal year reports to Congress on each agency's use of buyouts. These annual reports are due by December 31 of each year.

Section 6 of the law requires OPM to provide the following data with respect to Fiscal Year 1997:

***"(1) the number of employees who received a voluntary separation incentive payment under section 3" of this Act.***

[We have included that number (4,040) in the report].

***"(2) the agency from which each such employee separated."***

[We have presented this data in tabular format in the report].

***"(3) at the time of separation from service by each such employee--***

***(A) such employee's grade or pay level; and***

***(B) the geographic location of such employee's official duty station, by region, State, and city..."***

[This data is included as an attachment].

***"(4)(A) the number of waivers made (in the repayment upon subsequent employment) by each agency or other authority under section 3 or the amendments made by section 8..."***

[OPM did not approve any waivers of repayment in FY 1997].

In recent years, OPM has not been able to extract data from the Central Personnel Data File (CPDF) for use in this report. This is because of the timing of the report's due date to Congress. The report, due December 31, is typically required before full fiscal year data is available in CPDF. However, this year, since the buyout program concluded at the end of the second fiscal quarter, full data related to buyouts paid under this law was available.



## **CHARTS, GRAPHS, AND TABLES**

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The following charts, graphs, and tables present and compare data regarding buyouts under the Federal Workforce Restructuring Act

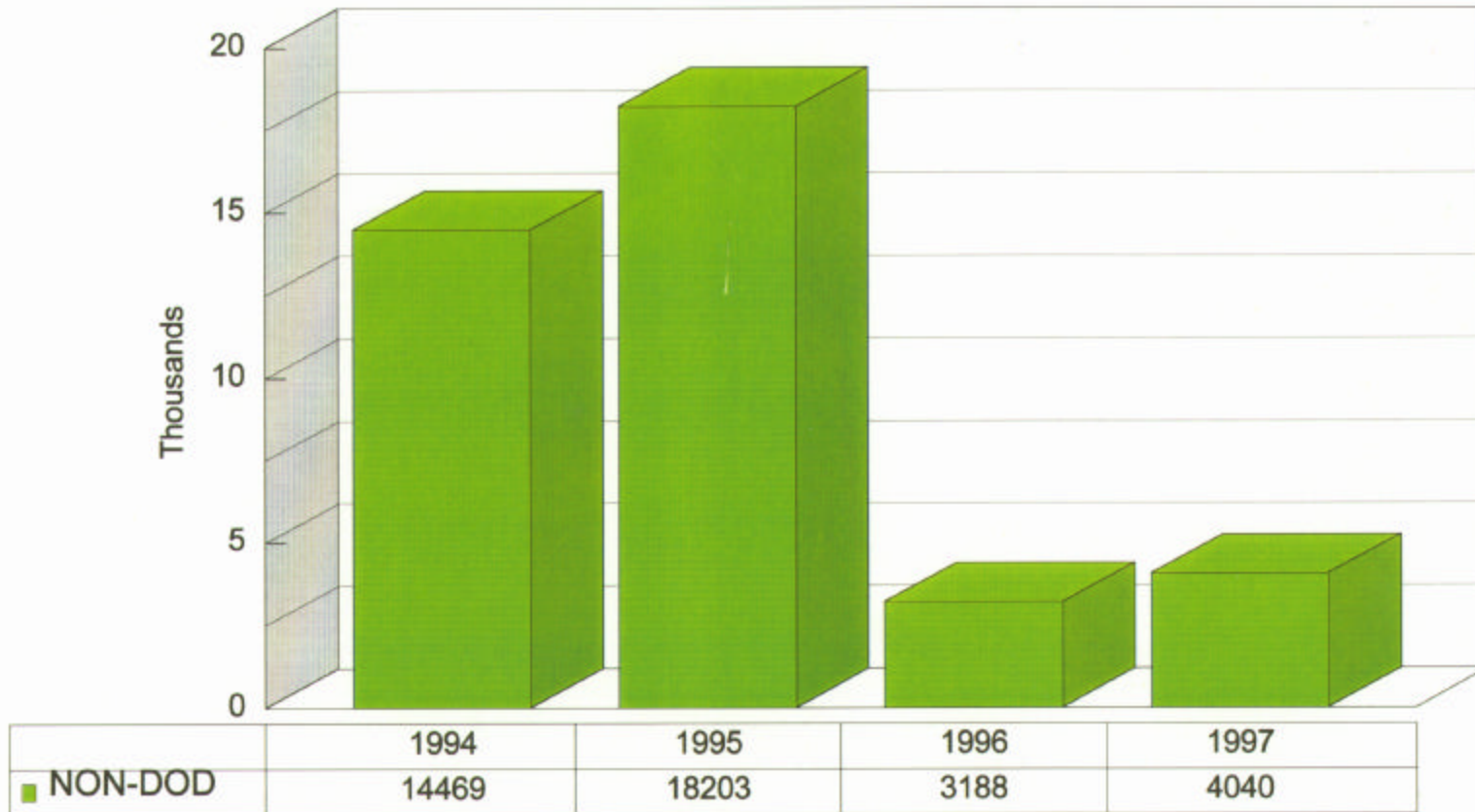
# NON-DEFENSE BUYOUT TOTALS

UNDER THE FEDERAL WORKFORCE RESTRUCTURING ACT

FISCAL YEAR	1994	1995	1996	1997
NON-DOD FY	14469	18203	3188	4040
NON-DOD TOTALS	14469	32672	35860	39900

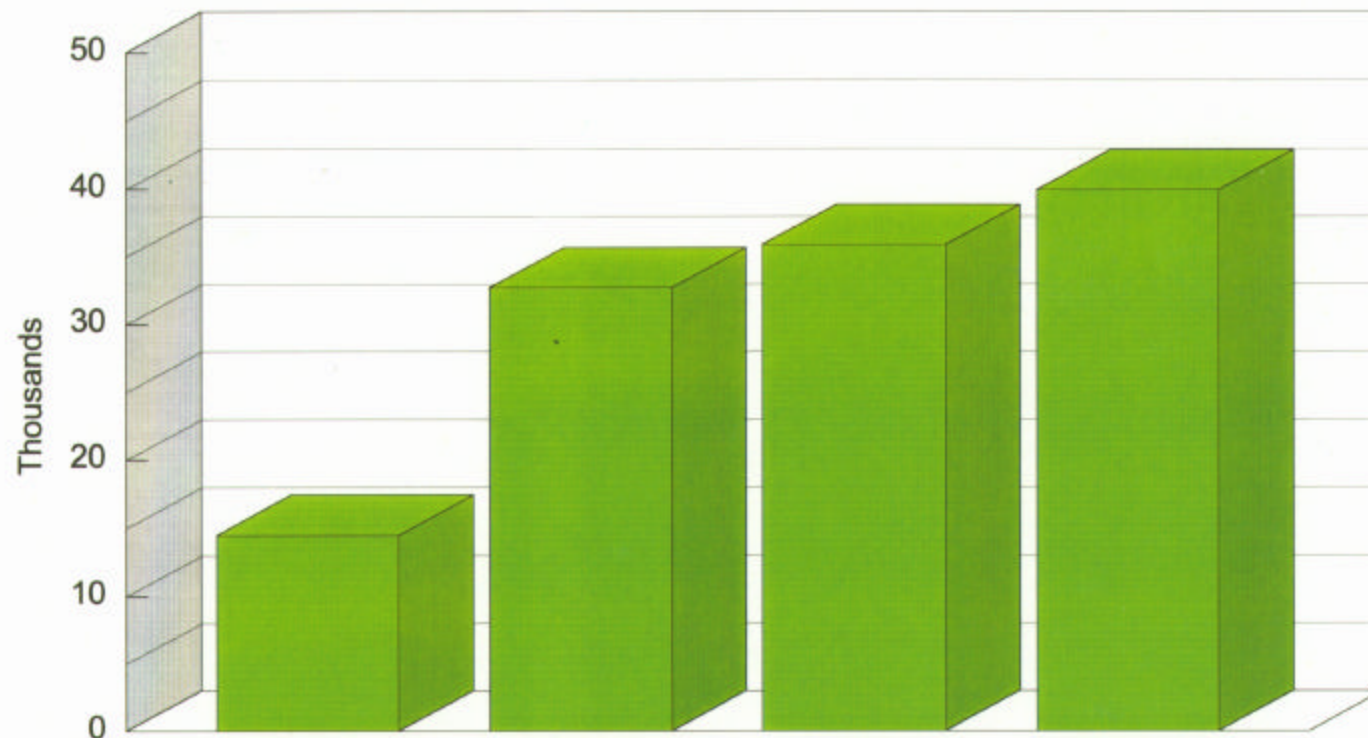
## ANNUAL FY BUYOUT TOTALS

UNDER PL 103-226



# CUMULATIVE BUYOUT TOTALS

UNDER PL 103-226



	1994	1995	1996	1997
■ NON-DOD	14469	32672	35860	39900

# AGENCY BUYOUT PAYMENTS FY 1997

Buyouts under the Federal Workforce Restructuring Act of 1994, Public Law 103-226

THE FOLLOWING AGENCIES REPORTED USING BUYOUTS IN FISCAL YEAR 1997

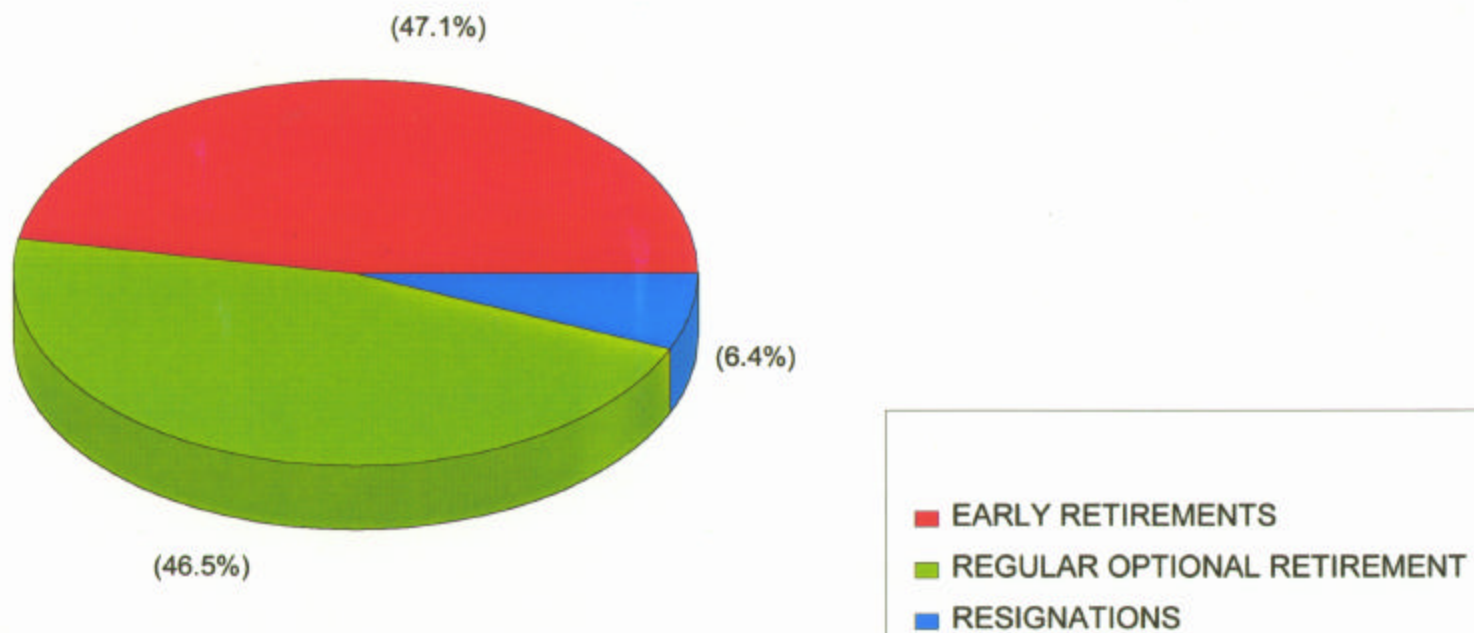
These buyouts were approved prior to March 31, 1995, but the employee's separation was delayed as late as March 31, 1997, in order to ensure continued performance of the agency's mission. All separations were concluded by March 31, 1997.

AGENCY	TOTAL	EARLY RETIREMENTS				REGULAR OPTIONAL RETIREMENT				RESIGNATIONS				OTHER			
		VSIPS	AVG AGE	AVG GRAD	AVG AMOUNT	VSIPS	AVG AGE	AVG GRAD	AVG AMOUNT	VSIPS	AVG AGE	AVG GRAD	AVG AMOUNT	VSIPS	AVG AGE	AVG GRAD	AVG AMOUNT
Date covers 10/1/96 through 03/31/97																	
AGRICULTURE	601	286	53.0	10.4	\$24,832.00	181	59.7	10.7	\$24,792.00	63	42.2	8	\$16,489.00	71	53.8	9.9	\$22,650.00
COMMERCE	147	53	52.5	12	\$25,000.00	75	58.6	12.4	\$24,986.00	7	49.6	11.9	\$25,000.00	12	58.9	12.3	\$25,000.00
EDUCATION	185	89	52.9	12.3	\$25,000.00	92	61.2	12.8	\$24,971.00	1	48	14	\$25,000.00	3	55	12.7	\$25,000.00
ENERGY	343	166	52.9	12.6	\$25,000.00	167	59.7	12.8	\$24,865.00	9	42.7	12.1	\$25,000.00	1	59	11	\$25,000.00
HEALTH AND HUMAN SERVICES	118	49	53.5	12.8	\$25,000.00	69	61	12.9	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
HOUSING AND URBAN DEVELOPMENT	50	20	54.3	12.9	\$25,000.00	30	60.4	12.6	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
INTERIOR	828	342	52.3	11.7	\$24,918.00	438	58.8	11.8	\$24,753.00	27	46.5	9.3	\$24,226.00	21	57.4	11.8	\$25,000.00
JUSTICE	2	1	52.0	15	\$25,000.00	1	54	15	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
STATE	52	31	51.7	12.3	N/A	21	58.9	12.7	N/A	0	0	0	\$0.00	0	0	0	\$0.00
TRANSPORTATION	42	23	52.3	12.8	\$25,000.00	16	58.1	13.8	\$25,000.00	2	46	N/A	\$25,000.00	1	55	12	\$25,000.00
TREASURY	21	7	54.4	12.2	\$25,000.00	3	56.7	13.7	\$25,000.00	4	50	9.8	\$19,419.00	7	55.9	14	\$25,000.00
VETERANS AFFAIRS	12	5	52.6	N/A	\$25,000.00	0	0	0	\$0.00	7	45	N/A	\$9,174.00	0	0	0	\$0.00
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	1	0	0.0	0	\$0.00	0	0	0	\$0.00	0	0	0	\$0.00	1	54	N/A	\$25,000.00
ENVIRONMENTAL PROTECTION AGENCY	45	25	53.4	14.3	\$25,000.00	20	57.3	14.1	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
FEDERAL COMMUNICATIONS COMMISSION	7	5	53.8	12.6	\$25,000.00	2	61	13.5	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
FARM CREDIT ADMINISTRATION	8	5	49.8	N/A	\$25,000.00	3	57.7	N/A	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
FEDERAL LABOR RELATIONS AUTHORITY	1	0	0.0	0	\$0.00	1	62	0	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
FEDERAL MEDIATION AND CONCILIATION SERVICE	3	2	45.5	13.5	\$25,000.00	1	55	15	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
GENERAL SERVICES ADMINISTRATION	1383	676	51.5	11.7	\$24,846.00	565	60.3	11.6	\$24,497.00	92	44	10.3	\$16,443.00	50	54.9	10.5	\$22,540.00
MERIT SYSTEMS PROTECTION BOARD	4	3	54.7	10	\$25,000.00	1	63	15	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	1	0	0.0	0	\$0.00	0	0	0	\$0.00	1	43	13	\$21,511.00	0	0	0	\$0.00
OFFICE OF GOVERNMENT ETHICS	2	1	51.0	14	\$25,000.00	1	60	15	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
OFFICE OF NAVAJO AND HOPI INDIAN RELOCATION	1	0	0.0	0	\$0.00	0	0	0	\$0.00	0	0	0	\$0.00	1	50	11	\$25,000.00
OFFICE OF PERSONNEL MANAGEMENT	7	5	51.8	14	\$25,000.00	2	59.5	14	\$25,000.00	0	0	0	\$0.00	0	0	0	\$0.00
SMITHSONIAN INSTITUTION	98	12	55.3	9.9	\$24,633.00	61	63	8.9	\$23,331.00	24	42.8	8.5	\$12,501.00	1	67	4	\$20,404.00
U.S. INFORMATION AGENCY	75	5	50.6	12.4	\$25,000.00	38	61.7	12.6	\$25,000.00	10	45	11.3	\$18,048.00	22	57.6	12.4	\$23,977.00
U.S. INTERNATIONAL DEVELOPMENT COOPERATION AGENCY	3	0	0.0	0	\$0.00	2	58.5	10.5	\$25,000.00	0	0	0	\$0.00	1	58	N/A	\$25,000.00
FY 1997 TOTAL	4040	1811	52.3	11.70	\$24,891.00	1790	59.80	11.90	\$24,684.00	247	44.00	9.50	\$17,000.00	192	55.4	10.8	\$23,349.00

**FOOTNOTES:**  
Because of the variety and number of differing pay grade systems, this report reflects only average GS grades.

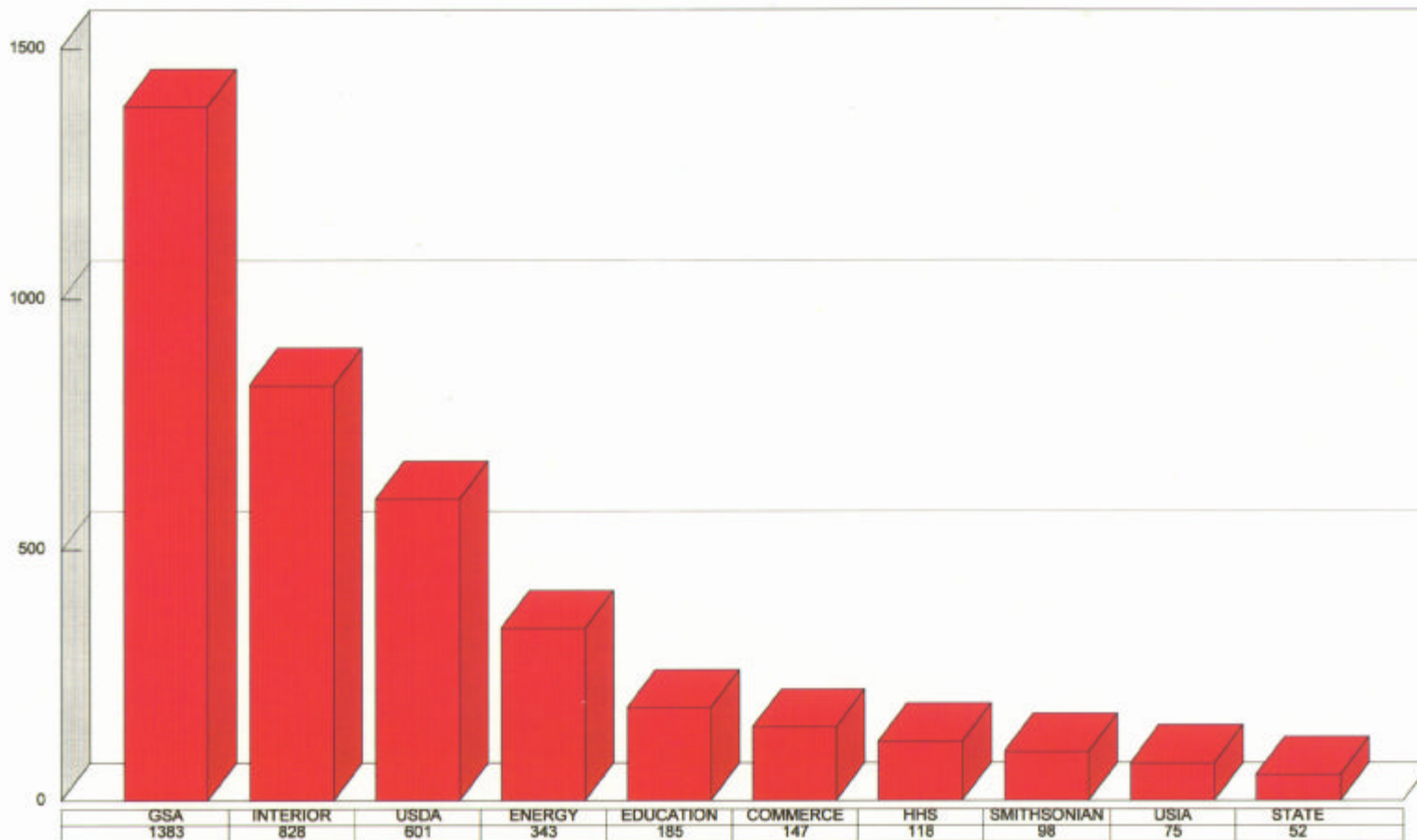
## FY 97 BUYOUTS BY TYPE OF SEPARATION

UNDER PL 103-226



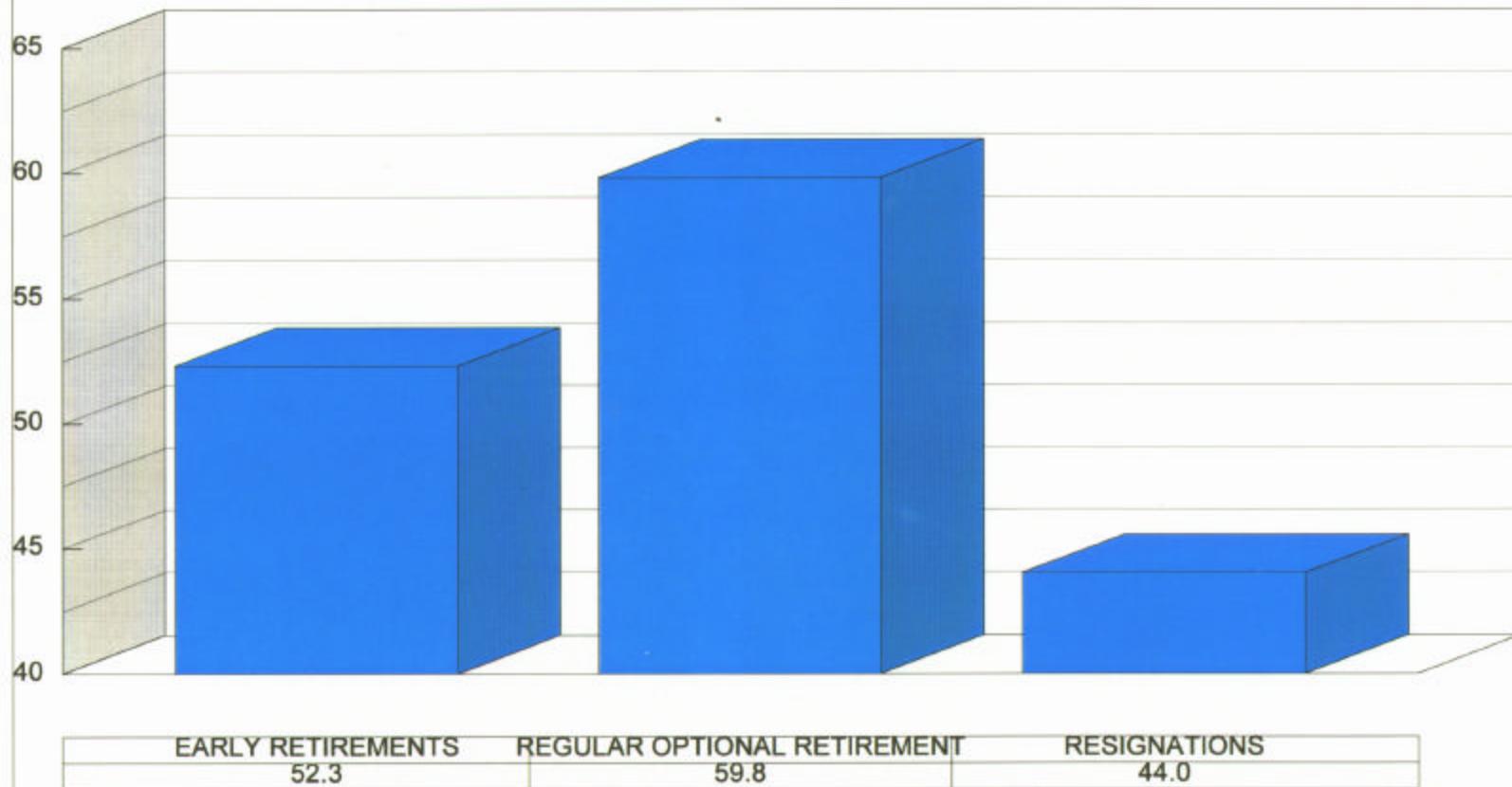
# TOP TEN AGENCIES USING BUYOUTS IN FY 1997

UNDER P.L. 103-226



## AVERAGE AGE OF BUYOUT RECIPIENTS

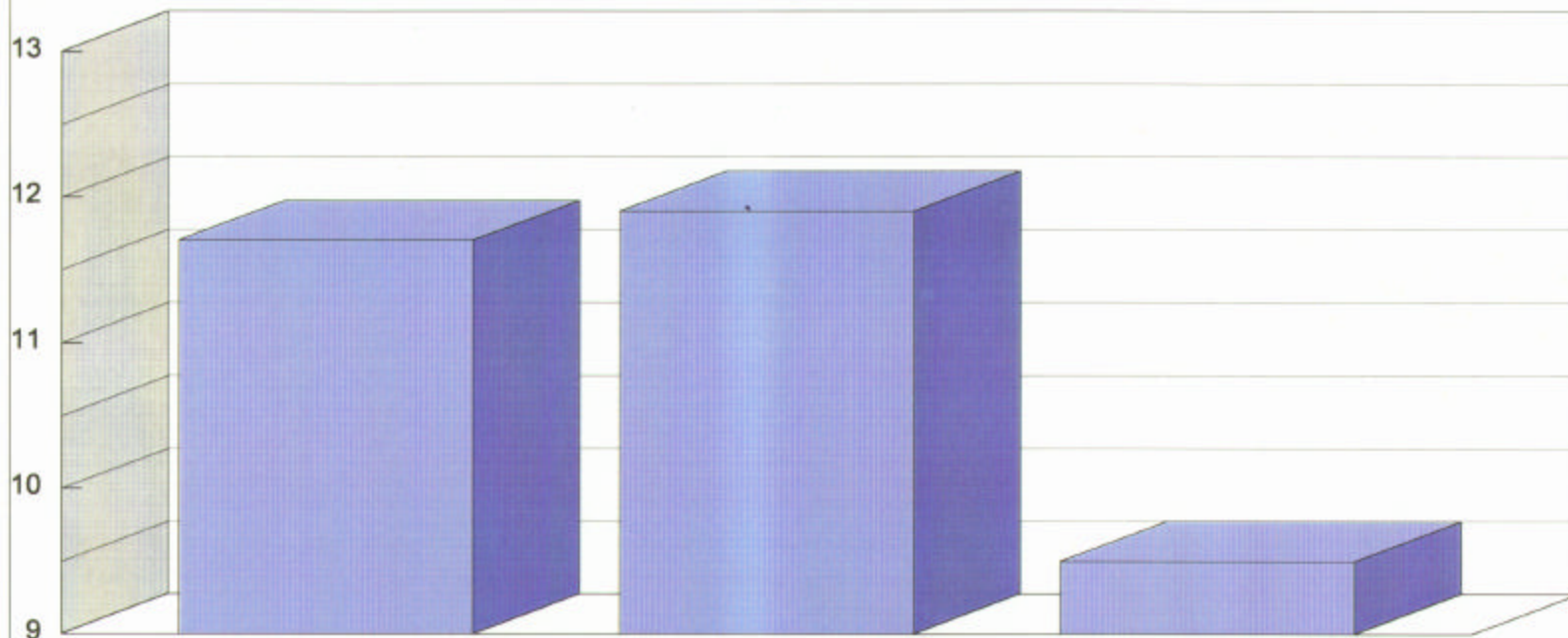
IN FY 97 UNDER PL 103-226





## AVERAGE GRADE OF BUYOUT RECIPIENTS

IN FY 97 UNDER PL 103-226

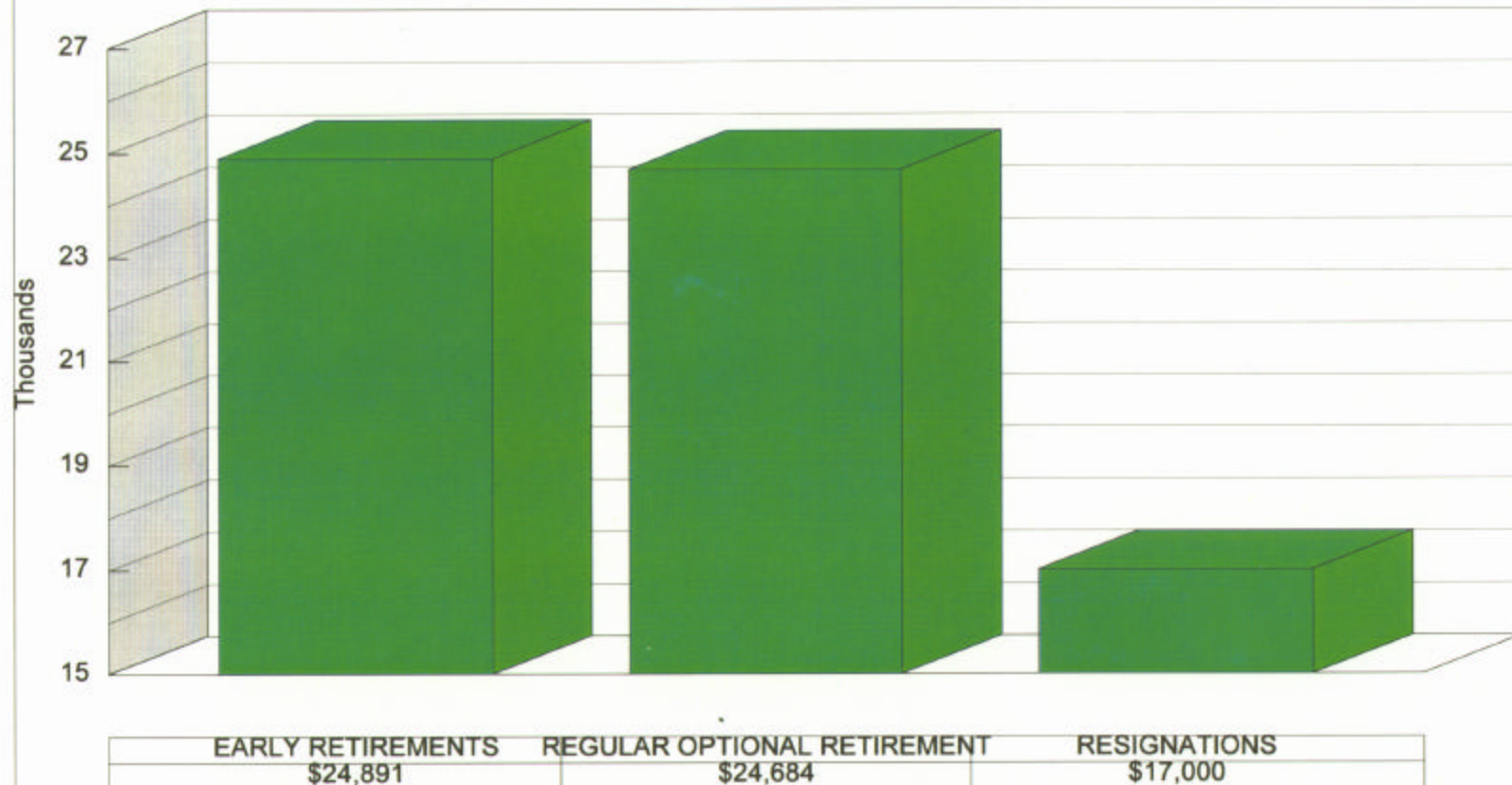


EARLY RETIREMENTS	REGULAR OPTIONAL RETIREMENT	RESIGNATIONS
11.7	11.9	9.5

GS only

## AVERAGE AMOUNT OF BUYOUT PAYMENTS

IN FY 1997 UNDER PL 103-226



# NON-DEFENSE BUYOUTS

## BY TYPE OF SEPARATION IN UNDER PUBLIC LAW 103-226

All data from CPDF.

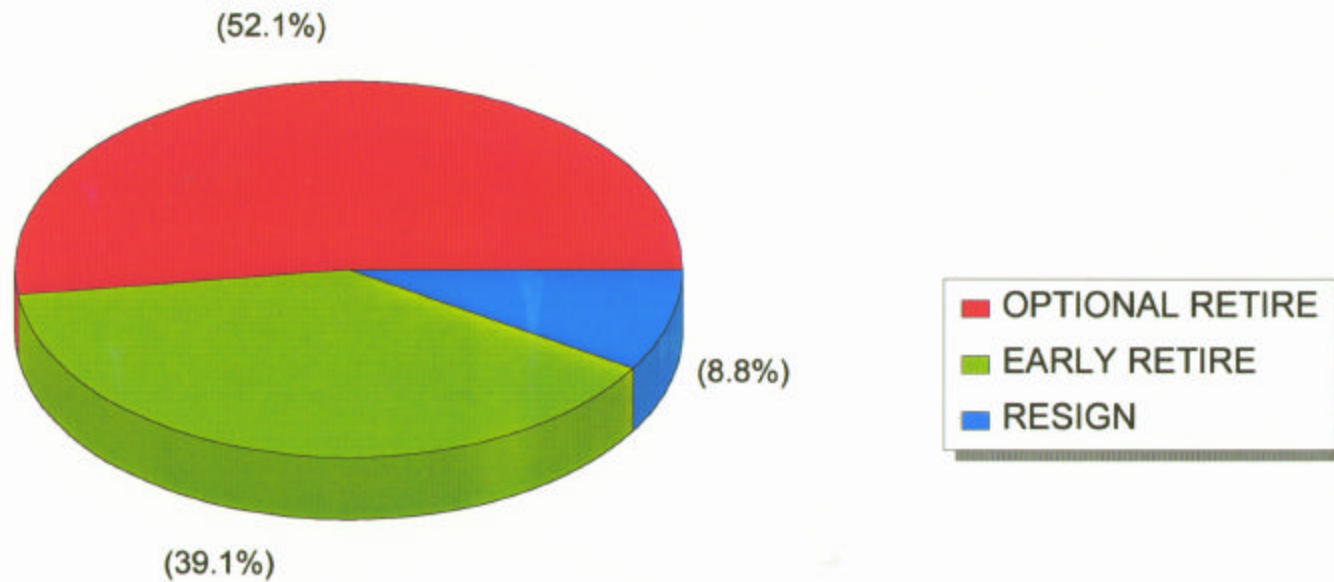
AGENCY	CUMULATIVE					FY 94					FY 95					FY 96					FY 97				
	BUYOUTS	OPTIONAL RETIRE	EARLY RETIRE	RESEMI	OTHER --	BUYOUTS	OPTIONAL RETIRE	EARLY RETIRE	RESEMI	OTHER --	BUYOUTS	OPTIONAL RETIRE	EARLY RETIRE	RESEMI	OTHER --	BUYOUTS	OPTIONAL RETIRE	EARLY RETIRE	RESEMI	OTHER --	BUYOUTS	OPTIONAL RETIRE	EARLY RETIRE	RESEMI	OTHER --
AGRICULTURE	6279	2721	2419	658	481	3070	1425	1216	274	155	2380	1008	852	310	212	228	100	85	11	43	601	181	206	63	
COMMERCE	1584	838	506	200	42	188	121	27	35	3	1061	540	361	143	17	190	100	65	15	10	147	75	53	7	
EDUCATION	751	388	352	4	7	365	188	175	0	2	117	61	52	3	1	84	47	36	0	1	185	92	88	1	
ENERGY	2280	1082	1023	168	7	547	260	272	14	1	736	348	309	77	2	854	307	276	68	3	343	167	166	9	
HEALTH AND HUMAN SERVICES	2834	1628	1075	125	6	106	73	26	6	1	2345	1347	882	115	1	265	139	116	4	4	118	69	49	0	
HOUSING AND URBAN DEVELOPMENT	1195	725	388	68	14	151	105	40	5	1	867	509	287	61	10	127	81	41	2	3	50	30	20	0	
INTERIOR	6844	3224	2844	708	168	2951	1368	1243	277	63	2397	1027	942	364	64	768	391	317	40	20	826	438	342	27	
JUSTICE	878	382	337	129	30	435	207	170	39	19	416	186	151	90	9	25	8	15	0	2	2	1	1	0	
LABOR	363	218	121	9	15	68	44	23	0	1	294	173	98	9	14	1	1	0	0	0	0	0	0	0	
STATE	513	381	102	3	27	136	128	6	2	0	291	231	59	1	0	34	1	6	0	27	52	21	31	0	
TRANSPORTATION	3613	2056	1274	267	16	2645	1396	1010	228	11	926	644	241	37	4	0	0	0	0	0	42	16	23	2	
TREASURY	590	212	236	47	55	92	44	41	7	0	420	182	185	36	37	17	3	3	0	11	21	3	7	4	
VETERANS AFFAIRS**	2268	1113	974	97	55	1654	834	694	57	40	593	273	273	32	15	9	6	2	1	0	12	0	5	7	
AFRICAN DEVELOPMENT FOUNDATION	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	
CONSUMER PRODUCT SAFETY COMMISSION	17	14	3	0	0	17	14	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	43	0	0	0	43	0	0	0	0	0	39	0	0	0	39	3	0	0	0	3	1	0	0	0	
ENVIRONMENTAL PROTECTION AGENCY	624	352	247	16	9	0	0	0	0	0	496	262	190	15	9	83	50	32	1	0	45	20	25	0	
EXPORT-IMPORT BANK	14	6	6	1	1	0	0	0	0	0	14	6	6	1	1	0	0	0	0	0	8	3	5	0	
FARM CREDIT ADMINISTRATION	76	20	14	38	4	16	11	0	5	0	15	3	4	8	0	37	3	5	25	4	8	3	5	0	
FEDERAL COMMUNICATIONS COMMISSION	118	57	49	6	6	6	5	1	0	0	84	41	32	5	6	21	9	11	1	0	7	2	5	0	
FEDERAL LABOR RELATIONS AUTHORITY	7	2	3	1	1	1	0	1	0	0	4	1	1	1	1	1	0	1	0	0	1	1	0	0	
FEDERAL MEDIATION AND CONCILIATION SERVICE	11	3	7	0	1	0	0	0	0	0	7	2	4	0	1	1	0	1	0	0	3	1	2	0	
FEDERAL TRADE COMMISSION	69	27	41	0	1	52	26	26	0	0	15	1	13	0	1	2	0	2	0	0	0	0	0	0	
GENERAL SERVICES ADMINISTRATION	4043	1946	1635	321	141	192	53	87	37	15	1994	1121	723	123	27	474	207	149	89	49	1383	565	676	92	
INTER-AMERICAN FOUNDATION	7	0	7	0	0	0	0	0	0	0	2	0	2	0	0	5	0	5	0	0	0	0	0	0	
INTERNATIONAL BOUNDARY AND WATER COMMISSION (US/MEX)	26	15	11	0	0	10	10	0	0	0	16	5	11	0	0	0	0	0	0	0	0	0	0	0	
INTERNATIONAL JOINT COMMISSION	2	2	0	0	0	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	
INTERSTATE COMMERCE COMMISSION	104	56	44	2	2	54	41	13	0	0	49	14	31	2	2	1	1	0	0	0	0	0	0	0	
MERIT SYSTEMS PROTECTION BOARD	18	12	6	0	0	5	4	1	0	0	6	5	1	0	0	3	2	1	0	0	4	1	3	0	
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	2659	1683	722	249	5	1178	711	392	72	3	1470	963	329	176	2	10	9	1	0	0	1	0	0	1	
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	114	72	18	14	10	16	7	6	0	3	98	65	12	14	7	0	0	0	0	0	0	0	0	0	
NATIONAL COMMISSION FOR EMPLOYMENT POLICY	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	
NATIONAL CREDIT UNION ADMINISTRATION	8	3	4	1	0	2	0	1	1	0	6	3	3	0	0	0	0	0	0	0	0	0	0	0	
NATIONAL ENDOWMENT FOR THE ARTS & HUMANITIES	18	5	8	0	5	7	0	2	0	5	8	4	4	0	0	3	1	2	0	0	0	0	0	0	
NATIONAL LABOR RELATIONS BOARD	26	6	18	1	1	6	2	3	0	1	20	4	15	1	0	0	0	0	0	0	0	0	0	0	
NUCLEAR REGULATORY COMMISSION	46	22	22	0	2	14	8	4	0	2	31	13	18	0	0	1	1	0	0	0	0	0	0	0	
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	2	0	1	0	1	0	0	0	0	0	2	0	1	0	1	0	0	0	0	0	0	0	0	0	
OFFICE OF GOVERNMENT ETHICS	7	3	4	0	0	2	0	2	0	0	1	0	1	0	0	2	2	0	0	0	2	1	1	0	
OFFICE OF MANAGEMENT AND BUDGET	8	3	4	1	0	0	0	0	0	0	8	3	4	1	0	0	0	0	0	0	0	0	0	0	
OFFICE OF NAVAJO AND HOPI INDIAN RELOCATION	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	
OFFICE OF PERSONNEL MANAGEMENT	425	147	169	82	27	144	38	68	25	13	262	102	90	57	13	12	5	6	0	1	7	2	5	0	
OFFICE OF SPECIAL COUNSEL	1	1	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	
PENSION BENEFIT GUARANTY CORPORATION	29	15	11	1	2	24	13	8	1	2	5	2	3	0	0	0	0	0	0	0	0	0	0	0	
RAILROAD RETIREMENT BOARD	82	31	40	11	0	30	15	12	3	0	51	16	27	8	0	1	0	1	0	0	0	0	0	0	
SELECTIVE SERVICE ADMINISTRATION	19	8	7	3	1	10	6	2	2	0	6	2	3	1	0	3	0	2	0	1	0	0	0	0	
SMALL BUSINESS ADMINISTRATION	342	202	104	28	8	0	0	0	0	0	342	202	104	28	8	0	0	0	0	0	0	0	0	0	
SMITHSONIAN INSTITUTION	408	216	116	63	11	20	15	1	3	1	189	117	47	17	8	99	23	56	19	1	98	61	12	24	
SOCIAL SECURITY	21	13	7	0	1	0	0	0	0	0	20	13	6	0	1	1	0	1	0	0	0	0	0	0	
U.S. INFORMATION AGENCY	448	157	74	59	158	256	75	46	35	100	97	31	19	13	34	20	13	4	1	2	75	36	5	10	
U.S. INTERNATIONAL DEVELOPMENT COOPERATION AGENCY	5	4	0	0	1	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	3	2	0	0	
TOTAL	39900	20069	15056	3381	1366	14469	7248	5622	1128	442	18203	9510	6397	1748	647	3188	1621	1226	257	186	4640	1790	1811	247	

\*\* 29 VA buyouts in FY 94 were not coded properly. These 29 are included in the FY 94 total and the cumulative total.

--- "OTHER" buyouts - type of separation could not be identified.

## BUYOUTS BY TYPE OF SEPARATION

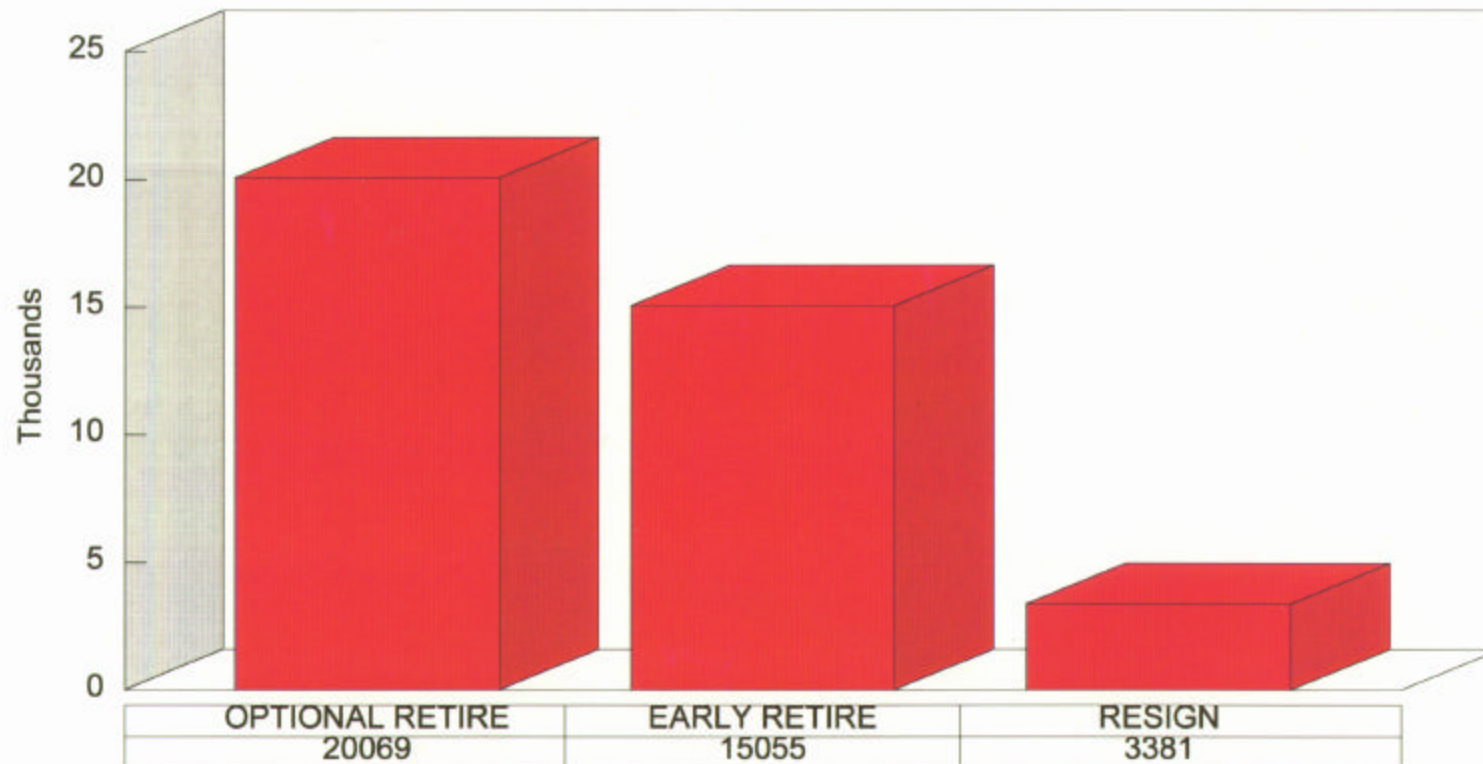
Under PL 103-226, March 30, 1994 through March 31, 1997



where type of separation is specified

## BUYOUTS BY TYPE OF SEPARATION

Under PL 103-226, March 30, 1994 through March 31, 1997



where type of separation is specified



**TOP TEN AGENCIES USING BUYOUTS**  
 UNDER PL 103-228 BETWEEN MARCH 30, 1994, AND MARCH 31, 1997

